

**Deputy City Manager's Office Report to
Strategic Meeting of Council
2020 December 7**

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C2020-1368
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Annual Planning Session – 2021 Strategic Council Meetings

RECOMMENDATION(S):

That Council approves the topics for their Strategic Meetings of Council scheduled between 2021 January 01 and June 30.

HIGHLIGHTS

- Certainty regarding the schedule for Strategic Council Meetings in 2021 which allows Administration to support and prepared for a meaningful strategic conversation amongst Council.
- “What does this mean to Calgarians?” – Provides Council the opportunity to discuss issues of strategic relevance and high importance for all Calgarians
- “Why does this matter?” – Strategic Meetings allow Council to have conversations regarding the long-term direction, and ultimately the health and well-being of the city, its communities and its people in order to achieve our collective purpose of “Making Life Better Every Day”.
- The proposed strategic topics for 2021 is based on Intergovernmental & Corporate Strategy’s analysis of issues covered in 2020 and what we heard from Council during 2020.
- Recommended structure for a virtual Annual Planning Session on 2020 December 07 and subsequent decision by Council regarding the topics to be addressed during its 2021 Strategic Meetings.
- Strategic Alignment to Council’s Citizen Priorities: A well-run city. Strategic Council Meetings focus on important topics and challenges that contribute to various Citizen Priorities and Council Directives.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

At the 2019 April 02 meeting of the Priorities and Finance Committee, Committee (PFC2019-0369) directed Intergovernmental & Corporate Strategy (ICS) to implement various changes to Strategic Meetings of Council and approved the proposed agenda for the 2019 Strategic Meetings of Council contained in Attachment 2 of that report.

As a result of Council’s direction, The City’s Procedure Bylaw was amended to now include the following definition of Strategic Meetings of Council:

“*Strategic*” meeting of *Council* means a meeting of *Council* that provides a forum for high-level strategic discussion; this includes an annual planning session. *Administration*, external experts and other professionals will provide industry research, practices and procedures to support *Council’s* strategic discussion. (Clause 51.1 Procedure Bylaw)

On 2020 December 07, City Council will have its next Annual Planning Session to determine strategic topics to be addresses during its 2021 Strategic Meetings of Council. This report provides high-level information to assist Council in their decision making.

ICS did an analysis of the topics that had been chosen by Council for Strategic Meetings in 2020 (Annual Planning Session on 2019 December 09, C2019-1499), and what issues actually were addressed during the Strategic Meetings in 2020.

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While the January, March and September 2020 Strategic Council Meetings were in principle delivered as planned and focussed on the topics chosen (Attachment 2), the March and May 2020 meetings had to be repurposed due to the COVID-19 pandemic and its impact on Calgarians in general and The City in particular.

Consequently, a few topics initially identified for Strategic Meetings in 2020 have either not, or only partially been addressed. In addition, certain strategic topics have been consistently high on the political agenda throughout 2020.

The following strategic topics are therefore being proposed for Council's consideration for their Strategic Meetings in 2021 (in no particular order):

- *Modernized Municipal Government*
While some aspects of this topic were covered during the 2020 May 11 Strategic Meeting, the experience of working through the challenges of the COVID-19 pandemic has provided some interesting lessons learned. A Strategic Meeting could address issues such as digital access for citizens, technology-driven government, smart cities and other related items.
- *Economic diversification*
During the 2020 March 2 Strategic Meeting, Council was presented with success stories of economic innovation and diversification efforts that are already taking place in Calgary. The meeting resulted in an offer to Council to tour some of the businesses portrayed during the meeting and experience them first hand. This tour could not be realized due to the COVID-19 pandemic. This topics relates well to ongoing discussions at other levels of government. Technical solutions could be explored to pick up on the idea of touring successful businesses in Calgary.
- *Equity, social well-being and inclusion*
This topic was already raised during Council's previous planning meeting in 2019 December 09. The COVID-19 pandemic has only heightened the awareness of social and mental well-being challenges and has also put the spotlight on inequities in our society. This could therefore be a relevant topic to cover during a strategic meeting in 2021.
- *Climate change*
The challenges of a changing climate, and in particular the question what The City is actioning to increase our resilience to the effects of climate change have been frequently discussed amongst City Council over the past months. A Strategic Meeting could offer the opportunity to inform Council about the actions The City has planned and/or already taken to mitigate and adapt to the challenges of climate change.

Council will also have the opportunity to add further topics during the annual planning session and discuss these topics for any of the scheduled strategic meetings.

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For 2021, five Strategic Council Meetings have been scheduled between January 1 and June 30:

- 2021 February 1
During the Combined Meeting of Council on 2020 November 2, the following reports were referred to this meeting:
 - Annexation from Foothills County – Resource and Timelines, IGA2020-1153
 - Neighbourhood Speed Limit Review, TT2020-1036.
- 2021 March 15
- 2021 April 26
- 2021 May 17
- 2021 June 28

Two more strategic meetings have been scheduled in the second half of 2021, on 2020 October 28 during the first week of Council Orientation, after the elections. This meeting has been earmarked to work with the new Council to develop their priorities for their elected term.

Additionally, the Annual Planning Session has been scheduled for 2021 December 13.

It is recommended that the 2020 December 7 planning session should focus on the five Strategic Meetings scheduled for the first half of 2021. ICS is suggesting the following structure for the meeting:

- Presentation of gap analysis between topics covered during 2020 Strategic Meetings and topics outstanding
- Introduction to each of the proposed topics with high level recommendation of elements that could be discussed during a strategic meeting
- Open discussion amongst Council on each of the proposed topics and additional topics raised during the Annual Planning Session
- Council approval of topics

To support the debate on 2020 December 07, Council will receive further material prior to the meeting to provide additional information. This will include a potential high-level outline for each of the strategic topics, as well as information about relevant corporate work that is already ongoing and should be taken into consideration to ensure alignment between the strategic conversations and regular updates and reports.

Once Council has approved the strategic topics to be discussed in 2021, ICS will coordinate across the Corporation and report back to Council with a proposed timeline for the chosen topics.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder or customer dialogue/relations were undertaken

While ICS did not engage with each individual Councillor regarding strategic topics for 2021 we took careful notes of ongoing political conversations and discussions throughout 2020, as well

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as issues that were raised during regular encounters. We used this input to identify the above issues of strategic relevance and interest.

IMPLICATIONS

Social, Environmental and Economic Implications

Each of the strategic issues proposed for 2021 addresses important social, environmental and economic considerations. Implications related to these strategic topics are interwoven and can thus not be attributed to only one of the three social, environmental or economic pillars.

Service and Financial Implications

New operating funding request

The delivery of Strategic Council Meetings that could include the innovative use of technology, such as virtual tours or broadcasting options, as well as the involvement of external experts is currently not accounted for in ICS's budget.

There are no current or future capital funding implications to this report.

RISK

The strategic topics proposed for Council's consideration for 2021 Strategic Meetings are critical to achieving our long-term vision for Calgary: a great place to make a living, a great place to make a life. Not addressing these important issues can pose a significant risk to our long-term vision.

ATTACHMENTS

1. Previous Council Direction / Policy – Confidential
2. Schedule of Strategic Council Meetings 2020 - Confidential

Department Circulation

General Manager	Department	Approve/Consult/Inform